

87-0349X

5 January 1987

MEMORANDUM FOR: Henry Mahoney

FROM:

[redacted]
Chief, Training, Human Resource Modernization
and Compensation Task Force/PA&E/OP

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SUBJECT: Presentation by Elliott Jaques on 7 January 1987

1. You are invited to attend a session on "The Modern Organization: A Design for the Future," to be conducted by Dr. Elliott Jaques on 7 January 1987 from 1300 - 1700 hours in Room 1001 Chamber of Commerce Building. The ending of the session is flexible, and may continue for a while depending on audience interest and participation. By now, you should have received a telephone call from the Executive Development Staff in the Office of Training and Education to confirm your parking arrangements. If you are uncertain about parking, please call [redacted] to confirm your arrangements.

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2. This presentation by Dr. Jaques represents the first in a series of sessions on managing changes which are being planned for the task force and senior officers. Dr. Jaques is a Professor of Sociology and Director of the Institute of Organization and Social Studies at Brunel University. He graduated in sciences from the University of Toronto, obtained his M.D. at Johns Hopkins Medical School and his Ph.D. in Social Relations at Harvard University, where he was Rantoul Fellow. He qualified as a psychoanalyst at the British Psychoanalytical Society, and is a Founder Fellow of the Royal College of Psychiatry. Professor Jaques' book, A General Theory of Bureaucracy, represents the most significant advance in the understanding of bureaucracy since Max Weber's publication on Theory of Social and Economic Organization.

3. Professor Jaques has worked continuously with The Glacier Metal Company as a Social Analyst since 1948. Such lengthy commitment as a Social Scientist to a social research project on the growth and development of an institution is relatively rare. He has also served as a consultant to the Minister of State at the Board of Trade, a government organization, and to one of the largest, most complex bureaucratic systems in the world, the National Health Service of Great Britain. In addition he has collaborated on work concerning the organization of the Church of England, Civil Service Departments, and various industrial, commercial, and public organizations in Holland, Switzerland, Scandinavia, the United States, and Canada. He has conducted longitudinal research on the relationship between time span and felt-fair pay in 12 different organizations.

4. Since Dr. Jaques is not a U.S. citizen, the session will be conducted at an unclassified level. You should find the session thought-provoking, and hopefully, helpful to you as you attempt to implement task force objectives.

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5. The next session to which you are invited will be conducted by Robert J. Marshak, Ph.D., President, Marshak and Associates from Potomac, Maryland. Please reserve time on your calendar from 1300 - 1700 hours (flexible ending) on 23 January 1987. The session will occur at 1001 Chamber of Commerce Building.



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